

# WORK ZONE

## REDUCING MISHAPS BY 50%

### The ORM and Fundamentals Campaign:

# Get a Triangulation Fix

#### The ORM and Fundamentals Campaign for Navy and Marine Corps aviation focuses on:

- ORM training
- Community ORM review boards
- ORM assessment of each Type-Model-Series (TMS) community
- Community ORM and safetygrams
- **Culture workshops and safety surveys**
- Command safety climate assessments

*By Cdr. Buc Owens, Cdr. Darryl Barrickman, and Lt. Scott Harvey*

Fleet squadrons seem to misunderstand the difference between two programs offered by the Safety Center's aviation directorate. We receive phone calls weekly from newly trained ASOs asking to be scheduled for "one of those aviation-safety-cultural-survey-workshop thingamajigs." So, if you're an ASO and still are a bit confused about our programs, read on.

To start, the aviation directorate at the Safety Center offers two programs for your command: **aviation-safety surveys** and **culture workshops (CWs)**. When these two programs are used, along with the School of Aviation Safety's **command safety-climate assessment (CSCA)** survey process, commanding officers can gain a

valuable "triangulation fix" on big-picture human-factor issues that may be present within their squadrons. This "Work Zone" will focus on the safety surveys and culture workshops and will provide contact information on the CSCA process.

Safety surveys, as addressed in Chapter 2 of the OPNAV Instruction 3750 (series), should be requested every two years. Commands located in the Norfolk area receive a survey every two years, while squadrons outside the Norfolk area currently average a survey every three years. Recently, culture workshops also have been mandated on an every-other-year basis for all operational naval-aviation squadrons.

Here's how the two programs work.

## Aviation-Safety Surveys

The aviation-survey team's travel schedule is published annually (July) via message for the next FY. The message announces dates and locations for the team and tells how to get a survey scheduled. Priority is given to those squadrons with the oldest survey date on file.

### FAQs about surveys:

- **What is the purpose of the safety survey?** It helps the command to identify hazards and thus mitigate the likelihood of future mishaps.

- **Are we required to have one when the Safety Center is in town?** The easy answer is no. The Safety Center survey process is conducted on invitation of a command CO. Occasionally, the squadron can't accommodate a survey team because of other operational commitments. We understand deployment schedules, but remember that another visit to your home base may not occur for the next year or two.

- **Is a survey an inspection, and, if so, who gets the results?** The Safety Center is not, repeat *not*, an inspection authority, though the programs surveyed are similar in content to an inspection. The results are debriefed to the CO; they remain confidential and only can be used at the CO's discretion. However, the Naval Safety Center shares trend information and common areas of concern with all squadrons and leadership.

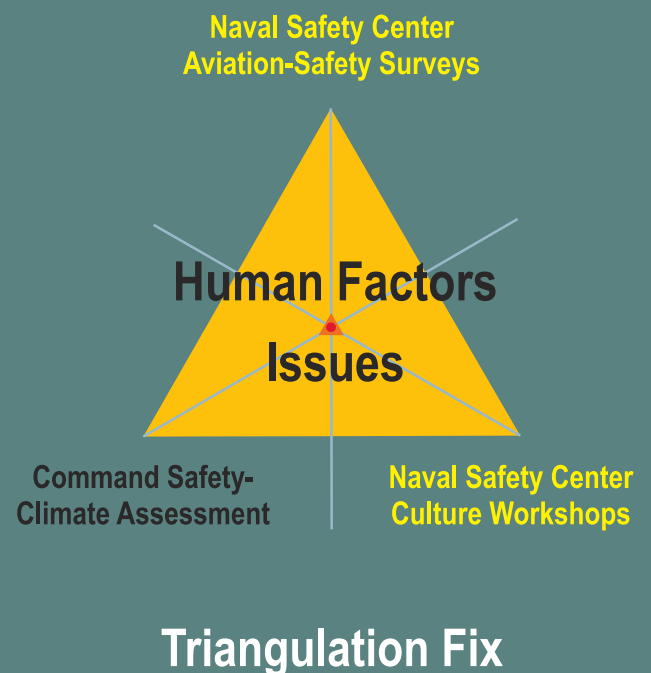
- **How long does a survey take?** It takes a full day, beginning with a CO in-brief at 0800. Most surveyors complete their information collection by 1300, prepare their report, and then debrief the CO by 1600.

- **What is the impact on the daily flight schedule?** Most squadrons fly a regular flight schedule, with few modifications. Proper planning around the key individuals involved keeps

the impact minimal. If someone needs to assist with a launch, recovery or other squadron task, the surveyor will stand fast until that evolution is completed.

- **Who is involved?** The ASO, safety officer, or DoSS is our primary point of contact throughout the process. The key squadron individuals are: CO, all maintenance-shop supervisors, MMCO, QAO, MMCPO, AMO, Ops O, NATOPS/safety/ASO.

## Key Components of the ORM and Fundamentals Campaign



- **Whom do I contact?** Your Safety Center POC is Lt. Gretchen Swanson; (757)444-3520, ext. 7276 (DSN 564), or e-mail [gretchen.swanson@navy.mil](mailto:gretchen.swanson@navy.mil). She can schedule your command for a survey and tell you the date of your command's last survey.

## Culture Workshops

Recently, ComNavAirFor has mandated that all aviation commands schedule a culture workshop every other year. This program offers a unique chance for a squadron to look within itself and determine its culture, which can be defined as how or why a unit operates the way it does. In other words, it is the underlying modus operandi of the unit, established over a long period of time. The workshop aids the CO in identifying hazards, but, most importantly, it reveals how the squadron does business from the perspective of its members.

### FAQs about culture workshops:

- **Are CWs a Safety Center-facilitated inspection?** The culture-workshop facilitators are not in the business of inspecting anyone or anything. There are no associated checklists to query squadron members on a variety of “yes/no” questions found in 3710, 4790 or specific NATOPS manuals. While some of the facilitators, typically O-5 and O-6 aviators, are attached to the Safety Center, most are not.

- **Does the CW assess my command's climate?** Climate is only the “tip of the iceberg.” Culture more closely is equated to the vast portion of the iceberg below the surface. The senior facilitator, assisted by two people from outside the squadron (typically a JO and CPO from a sister squadron), conduct a two-day workshop. The workshop consists of individual one-on-one conversations with random squadron members of all paygrades and workcenters, followed by group seminars broken down by paygrade and experience levels. The CW team “paints a picture” of how the squadron views itself and presents that picture to the unit's CO without attaching any personnel assessment or suggested fixes.

- **Do CWs evaluate safety programs?** Culture workshops have more to do with improving a squadron's operational effectiveness or excellence than they do with determining a command's safety posture. The facilitators gather information on how effectively a squadron communicates (vertically


and horizontally); how the unit feels about trust (a reliance in character, strength, ability, and truthfulness) in its people, programs and assets; and finally, what the level and motivation is behind a unit's integrity (the unit's adherence to a code or standard). The CW process seeks to answer the question, “How does the unit operate?”

- **Who gets the results of the CW, and are they punitive?** All information (critiques, notes, debrief forms) gathered within a squadron is turned over to the commanding officer. The end product is left in the hands of command leadership. However, the Naval Safety Center shares trend information and common areas of concern with all squadrons and leadership.

- **How do I schedule a culture workshop?** Unlike the safety survey, no formal message announces a yearly schedule. Each squadron can request a CW online at [www.safetycenter.navy.mil/culture/request.htm](http://www.safetycenter.navy.mil/culture/request.htm). Try to schedule a workshop three to six months in advance. Once your request is submitted, a facilitator will contact your squadron to set up the specifics of the visit. Contact our Safety Center scheduler, Lt. Scott Harvey, at (757)444-3520, ext. 7208 (DSN 564), or e-mail [scott.harvey@navy.mil](mailto:scott.harvey@navy.mil). An alternative is to contact the CW program manager, Cdr. Buc Owens, at ext. 7210 or e-mail [donald.owens@navy.mil](mailto:donald.owens@navy.mil).

Where can I go to learn more about this process? The Safety Center's website is an outstanding source of information: [www.safetycenter.navy.mil/culture/default.htm](http://www.safetycenter.navy.mil/culture/default.htm).

### Command Safety-Climate Assessment

The third part of the triangle, the CSCA survey process, is a web-based tool for commanding officers to survey aircrew and maintainers on their perceptions regarding safety issues within their unit. *Approach* magazine featured the CSCA process in the March-April 2004 issue; view the article at [www.safetycenter.navy.mil/media/approach/issues/marapr04/CSCA-update.htm](http://www.safetycenter.navy.mil/media/approach/issues/marapr04/CSCA-update.htm). The CSCA website may be viewed at [www.safetyclimatesurveys.org](http://www.safetyclimatesurveys.org). 

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